

Security Strengthening Project (MNS:SSP)

IDB - JA-L1074 (LC # 4400/OC-JA)
Shops 31&32 Kingston Mall
Kingston, Jamaica



Ministry of National
Security

TOR for Technical Consultant, Connectivity Governance and Management

Date

January 15, 2019

Services Performed For:

Security Strengthening Project (MNS:SSP)

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Shops 31&32 Kingston Mall

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Background

The Government of Jamaica has established a Security Strengthening Project (SSP), funded by a Loan from the Inter American Bank (IADB), the main objective of which is to contribute to an increase in the conviction rate for murders in Jamaica. The strategy to achieve the main objective will be the “specific objectives”:

- (i) To assist in the reduction of the rate of murders in the country;
- (ii) To increase the proportion of police investigations of murders that result in prosecution;

And

- (iii) The training of police officers in the use of technology in crime fighting.

The Ministry of National Security (MNS) is charged as the Executing Agency and is currently engaging the services of a Consultant.

The Security Strengthening Project has three (3) components: (i) **Component 1**. Violent crime prevention and management; (ii) **Component 2** - Improving investigative capabilities for homicides; (iii) **Component 3** - Change Management & Communications.

The Project components comprise activities to benefit and involve the participation of the Ministry of National Security and the following entities within its portfolio:

- The Jamaica Constabulary Force (JCF)
- The Department of Correctional Services (DCS)
- The Firearm Licensing Authority (FLA)
- Passport, Immigration, Citizenship Agency (PICA)
- The Institute of Forensic Science and Legal Medicine (IFSLM)
- The Private Security Regulatory Authority (PSRA)

Additional entities outside the portfolio of the Ministry of National Security includes;

- The National Works Agency (NWA)
- eGov Jamaica Limited (eGov)

Consultancy Objective

The objective of the Technical Specialist Consultant for Connectivity Governance and Management is to develop a framework and the processes and procedures for the governance and management of the network being rolled out as part of the project. The consultant will ensure that the governance structures is agreed and documented and presented to all relevant stakeholder in workshops that allow for exposure and learning.

This will include activities related to the Connectivity Sub-Component of the project, working in tandem with all the relevant supporting teams and groups.

Scope of Work

The Scope of work for this consultancy includes the following.

Governance Framework

Develop a network governance framework for the MNS and JCF Networks, within the context of the eGov Government Network referred to herein as Govnet. Identify elements that will fall within the client side management and the elements that depend on the Govnet management. Determine and design the relationship between MNS and JCF client network management and GOVNET overall management.

Connectivity Policy

Review existing policies related to network management and connectivity. Identify policies that require change and any new policies required for the proposed network.

Document the Policies required to govern the partnership between eGovJa and all MDAs connecting to MNS network.

Document the Policies required to management the MNS and JCF WAN.

Network Security and Management

Identify the current Standard Operating Procedures (SOP) that relates to the management of the network in JCF and MNS. Determine the complete set, including modifications of the existing, that is required for the new network. Develop and documents the SOP for the new network. Develop the game plan for rolling out the new SOPs.

This includes:

- Review the connectivity design documents and identify the changes and impact that will require additional controls and new procedures
- Review the existing process and procedure documents in MNS, JCF and eGov. Analyse these and determine the ones that will be relevant going forward. Of the relevant set, identify those requiring modifications, rewrites or replacements
- Review international standards and practices and identify the standards and procedures that need to be included, given the scope of the project
- Design the process for managing and securing the elements of connectivity – with specific focus on the connectivity areas within the scope of the project.
- Identify all players in the process and the control and authorization points/parties
- Design and develop new or modified procedures for the management and security of the connectivity components. Design and develop the associated forms, alerts and tracking and performance reports.

Training Material

Produce a governance manual that includes the processes and standard operating procedures(SOP) to manage and secure the connectivity components within the scope of the project.

Develop presenter material and student guide for training on the network governance.

Methodology

The consultant is expected to use accepted and proven methodologies for carrying out the assignment. The consultant must identify the relevant international standards, including ITIL, Information Security and IT Governance standards, and demonstrate how these are applied to the assignment.

The consultant should prepare a detailed methodology (approach) and work plan indicating how the objectives of the assignment shall be achieved.

The project schedule must be developed using MS projects and must be loaded into the Online PM software.

The work plan submitted should be aided by Microsoft Project or similar tool to show the allocation of time to each of the key components of the project and detailed scheduling should be provided to support the methodology outlined.

All documentation produced must meet the documentation standards for the project and must be reviewed and approved by the relevant TWG stakeholders as per the project operating manual or agreed quality procedures.

Utilize current and effective tools for constant communications, including but not limited to Wats App, Telephones, Email and any others.

Deliverable and Milestones

Contractor shall provide the Services and Deliverable(s) as follows:

- A. Detailed Work plan, including schedules and list of meetings and workshops needed
- B. Detailed Report on the assessment of the current SOPs and the international standards that are relevant
- C. Log of Processes and SOPs required to cover the scope of the project
- D. Process documentation for major processes (including swim lane workflows, SIPOC and control points)
- E. SOPs that are required to cover the scope of the project
- F. Governance manual outlining the approach and referencing all the elements of governance
- G. Forms, reports and other relevant tools.
- H. Design and deliver workshops to train on the approved processes and SOPs

	Deliverables	Milestone
On Boarding and Documentation review	Meetings with connectivity team to discuss the scope of the connectivity and status of activities	Consultant on board
Review the network design and the International standards and identify scope of items relevant to project scope	Report on Network Design Review Network Control Requirements Report on the international standards review	Relevant Standards identified Control Requirements for New Network identified and documented
Review Current SOPS for MNS, JCF and eGov	<ul style="list-style-type: none"> - Assessment report - List of SOPs in scope for modification, review and replacement - Current process for network management 	Scope of SOPs finalised
Develop Processes for management and security	<ul style="list-style-type: none"> - Process scope and SIPOC - Work flows 	Process documentation
Develop SOPs	<ul style="list-style-type: none"> - Log of SOPS - SOPs 	SOPs drafted

	Deliverables	Milestone
		SOPs Finalised and approved
Process and SOP work shops	Workshop Presentation and participant material Workshop evaluation	Team trained
Compile work plan and update as the project plan requires	Initial and updated work plan	Initial Work Plan completed Work plan updated as needed
Compile status and progress report	Monthly progress report End of Assignment report	Project reporting completed

Duration

Nine (9) months, renewable for further periods up to twenty-four (24) months by mutual agreement.

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

Post Graduate Certification and/or Master's Degree in Information Technology or related subjects.

Internationally recognized certification in Technology governance or Network management and security.

At least twelve (12) years of experience in Network and connectivity design, implementation and management

Exposure to Network administration and network security.

Languages:

Excellent writing skills and command of the English Language (oral and written).

Areas of Expertise:

Demonstrated experience in the design and implementation of Governance standards and Standard Operating Procedures

Demonstrated experience in documenting SOPs and preparing training material

Additional project experience in large, sensitive and complex environment.

Skills:

- Working computer proficiency, including the ability to utilize MS Suite.
- Expertise in using Microsoft Office suite
- Excellent problem-solving skills
- Excellent communication (both written and verbal) skills and relationship management.
- Proven track record of working effectively within multi-disciplinary teams.
- Experience undertaking multilateral funded projects would be a distinct advantage.
- Good organizational, analytical, team-building, problem solving, communication and negotiating (including conflict resolution) skills
- Ability to quickly build and maintain productive relationships with high level Government officials and other key stakeholders, including those in the donor community and private sector
- Excellent Public Speaking and Presentation skills

Reporting

The Consultant will report to the Project Director – Project Execution Unit (PEU) for the Security Strengthening Project (SSP) and work directly with the Connectivity Technical Working Group (TWG).

He/she will liaise and consult with the Ministry of National Security and the Agencies involved in SSP on matters relating to the Project, as necessary.

Location

Offices of MNS, with mobility as needed taking into account the locations of the various stakeholders and other scenes of action, and demands of the assignment, day to day. Consultant's premises as necessary.

Type of Consultancy

Individual (independent contractor). This engagement will be conducted on a Fixed Cost basis.

Payment Schedule

The payment schedule will be based on completion of the major phases as evidenced in the completion of the deliverables as noted below.

- 15% on completion of the work plan, the review reports for the international standards and current SOPs

- 30% on completion of the Process documentation
- 15% on completion of draft SOPs
- 15% on completion of the final SOPs
- 25% on completion of finalized SOPs, Process documentation and training.

Document Control

Distribution

For use by the SSP PEU, the relevant TWG and the consultant involved in the scope of work.

Version Control

Version #	Updated By	Revision Date	Approved By	Approval Date	Reason
1.0	Latoya		N/A	N/A	Initial draft for review
2.0	KSW	7May 2018	N/A	N/A	Update into SSP template
3.0	KSW	15Jan 2018			Focus on governance
4.0	Milton Morrison	11 April 2019	N/A	N/A	Revision of Payment Schedule
5.0F	KSW	30May	Leonardo Brown and Sheldon Bryan	31May2019	Finalized for submission to procurement. On proofhub